



**Department of Social and Health Services
Juvenile Rehabilitation Administration**

November 1, 2004

Response to
Office of Financial Management
Loss Prevention Review Team

July 2004

***Report and Recommendations:
Incidents of July and September 2002***

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JRA Today – Current Overview

The Juvenile Rehabilitation Administration (JRA) is part of the Department of Social and Health Services (DSHS) and administers facilities and programs for the most serious and problematic juvenile offenders in the state's juvenile justice continuum. Juvenile offenders are committed to JRA care under a "determinate sentencing" structure that specifies a **minimum** and **maximum** release date. JRA does *not* have the authority to retain a youth in residential care beyond his or her determined maximum release date and once released has no authority to return a youth to long-term residential care, regardless of the youth's progress in treatment. Washington is the only state that uses a determinate sentencing structure for committed youth.

The following *snapshot* is for youth in JRA care on October 11, 2004:

Offender Type	Residential Care	Parole Aftercare
Violent Offenders	49%	54.9%
Sex offenders	23%	45.7%*
Drug Offenders	4%	3.2%
Chronic Property Offenders ¹	21.8%	22.5%
Male Offenders	92%	94%
Female Offenders	8%	6%
Average Age	16.5	17.1
*Higher percentage of sex offenders on parole is reflective of the longer period of aftercare for most sex offenders – 24 to 36 months in contrast to 30 days to 6 months for non-sex offenders		

Youth committed to JRA care have pre-existing acute disorders and complex service needs. The following *snapshot* illustrates the service needs of youth in JRA care on October 11, 2004:

Service Need	Residential Care	Parole Aftercare
Mental Health	62%	57%
Chemical Dependency	68%	59%
Cognitive Impairment	40%	40%
Sexual Offense Issues	30%	43%
Medical Fragility	1%	1%
60% of JRA youth require co-occurring service and treatment intervention for two, three, or four of these disorders.		

Implementation of New Treatment Model – October 2003

JRA continues in its mission to implement programs that work. Building off of the implementation of the Community Juvenile Accountability Act (CJAA), JRA has identified

¹ A "chronic property offender" is a youth whose most serious current offense in their current admission is a property offense and they have at least two property offenses prior to the current admission.

evidence-based programs that reduce recidivism and implemented them in residential and parole settings. This has been done within the context of shrinking economic resources. Over the last two years a system change has been initiated through the implementation of the Integrated Treatment Model (ITM), where accountability is still important and rehabilitation is the focus in obtaining community safety².

The Integrated Treatment Model takes the evidence-based components of Cognitive Behavioral Treatment and Dialectic Behavioral Treatment and focuses on the individual youth obtaining various skills while in residential programs. During the residential aftercare component of the model, the focus shifts to the youth within their family, engaging and motivating them to communicate and problem solve together in a manner that is supportive and draws from resources within the family and community. These elements combine to address the youth's targeted maladaptive behaviors and to help build a supportive post-release environment. In this environment the youth can practice his or her new skills and the family can feel empowered to make changes that they see as important with the assistance of JRA and community resources and support.

Residential Care

JRA's job – within the determined period we have youth in our care – is to improve the chances of youth living crime free lives when re-entering the community. JRA works to do this through the use of evidence-based interventions demonstrated to be effective in reducing recidivism among juvenile justice system youth. Evidence-based programming is delivered within the context of JRA's Integrated Treatment Model. The Integrated Treatment Model is founded on cognitive/ behavioral principles and focuses on working with youth to develop adaptive self-management skills. Evidence-based intervention components of the ITM in residential care include:

- Dialectical Behavioral Therapy
- Aggression Replacement Training
- Milieu coaching
- Individual and group cognitive/behavioral skills training
- Multi-Disciplinary case management

Parole Aftercare

All youth leaving JRA residential care participate in a period of parole aftercare. The length of aftercare is dependent on a youth's assessed risk to re-offend and ranges from 30 days to 6 months. Youth who committed certain sex offenses receive 24 to 36 months of aftercare. JRA's current aftercare is a family-focused service referred to as Functional Family Parole (FFP) and involves the use of evidence-based Functional Family Therapy (FFT) techniques to motivate and engage families in the positive community reintegration of youth. Aftercare counselors work

² JRA administers programs that inherently embody the challenge of balancing treatment and rehabilitation with accountability and sanctioning. Implementation of the Integrated Treatment Model assists JRA in maintaining this balance by emphasizing the importance of determining interventions based on case-by-case circumstances.

with families to improve family communication and problem solving abilities in a manner that is supportive and draws from resources within the family and community. These elements combine to address the youth's targeted maladaptive behaviors and to help build a supportive post-release environment. Overall, the purpose of Functional Family Parole is to help families develop an environment where the youth can practice his or her new skills and the family is empowered to make changes that they see as important, with the assistance of JRA and community resources and support.

In addition to Functional Family Therapy interventions, JRA uses additional evidence-based approaches to serving youth on parole aftercare. These include:

- Multi-Systemic Therapy
- Aggression Replacement Training
- Mentorship
- Multi-Disciplinary Case Management

Statutory Authority

Article XIII of the Washington State Constitution provides the basic legal authority for the Juvenile Rehabilitation Administration. Revised Code of Washington (RCW) Title 13, Juvenile Courts and Juvenile Offenders and RCW Title 72, State Institutions, provide the primary statutory authority for facilities and programs. The specific statutory authority for many of these facilities and programs is identified below.

- **Chapter 13.40 RCW**

The Juvenile Justice Act of 1977: The 1977 Juvenile Justice Act establishes a system of accountability and rehabilitative treatment for juvenile offenders. The majority of juvenile offenders are served in their county through programs administered by the county juvenile court. When youth commit more serious crimes or have an extensive criminal history, they are then committed to JRA, or in some cases sentenced to the Department of Corrections or adult jail. When considering the purposes of the 1977 Act, it is important to keep in mind that it speaks to the entire juvenile justice continuum, with JRA at the end of that continuum.

The purposes of the Act are equally important and include:

- Protect the citizenry from criminal behavior;
- Provide for determining whether accused juveniles have committed offenses as defined in the Act;
- Hold the juvenile offender accountable for his or her criminal behavior;
- Provide for punishment commensurate with the age, crime, and criminal history of the juvenile offender;

- Provide due process for juveniles alleged to have committed an offense;
- Provide necessary treatment, supervision, and custody for juvenile offenders;
- Provide for the handling of juvenile offenders by communities whenever consistent with public safety;
- Provide for restitution to victims of crime;
- Develop effective standards and goals for the operation, funding, and evaluation of all components of the juvenile justice system and related services at the state and local levels;
- Provide for a clear policy to determine what types of offenders shall receive punishment, treatment, or both, and to determine the jurisdictional limitations of the courts, institutions, and community services; and
- Encourage the parents, guardian, or custodian of the juvenile to actively participate in the juvenile justice process.³

In addition, several federal courts have found that juveniles have a constitutional right to treatment rather than punishment alone. Morgan v. Sproat, 432 F. Supp. 1130 (Miss. 1977); Training School v. Affleck, 344 F. Supp. 1354 (D.R.I. 1972).

Loss Preventions Review Team Report – Incidents Occurring in 2002

An OFM-convened Loss Prevention Review Team (LPRT) reviewed two separate and unrelated incidents, one occurring in July 2002 and the other in September 2002 involving youth on parole aftercare, and provided recommendations for prevention of similar incidents in the future.

The two (2) incidents reviewed by the LPRT were drawn from a total of six (6) parole incidents reportable to OFM that occurred between September 2002 and March 2004. During that period 2,728 youths were served by JRA Parole Services. The six total reportable incidents account for 0.2 percent of youth who received aftercare parole services during this period. The two reviewed incidents account for less than 0.1% of the youth receiving aftercare parole services during this period.

³ **RCW 13.80.010 through 13.80.050: Learning and Life Skills Centers.** Alternative high school programs, operated by school district staff, for JRA juvenile in community programs needing additional structure and individualized instruction.

Chapter 28A.190 RCW: Residential Education Programs. Establishes the authority and guidelines for school/educational programs within JRA.

Chapter 72.05 RCW: Residential Programs. Establishes the authority for the operation, supervision, management, and control of JRA residential programs.

Chapter 72.16 RCW: Green Hill School.

Chapter 72.19 RCW: Echo Glen Children's Center.

Chapter 72.20 RCW: Maple Lane School.

While the vast majority of aftercare parole cases never result in the kind of incident that would require study by a LPRT, it is vitally important that JRA attends to the lessons to be learned when such incidents do occur. The review of selected incidents by the LPRT has provided JRA with thoughtful and valuable recommendations for ways we can reduce risk and improve public safety. JRA also welcomes the opportunity to highlight system improvements made over the last few years that are consistent with the LPRT's recommendations and were launched before the LPRT's report.

It is clear through discussions and the introductory statements in the *Recommendation* section of their report (Section 5, pg. 17) that the LPRT understood they could not apply Administration-wide findings based on the review of two isolated incidents. The LPRT's encouragement to look at the issues as they may apply system wide, however, has validated a great deal of work JRA had already started.

The following grids outline JRA activities that address the concerns implicit in the LPRT's recommendations and identify resource gaps relevant to implementation of the recommendations.

Loss Prevention Review Team Recommendations

Recommendation 5.1, Planning Process

Recommendation	Related Activity	Resource Issues
<i>"A customized development plan for each youth serving time."</i>	<ul style="list-style-type: none"> An individualized treatment plan reflecting a youth's individual service and management requirements is central to the Integrated Treatment Model (ITM). (Developed over a 12-month process beginning in October 2002, ITM implementation began in October 2003.) A multi-disciplinary case management approach is used in the ITM to holistically assess and intervene with each JRA youth. <p>Target: Adherence measures to assess model fidelity will be piloted by June 2005.</p> <p>See Attachments A-</p>	<p>Resource requests in the FY 2005-07 budget address the following needs:</p> <ul style="list-style-type: none"> Completion of a fully automated case management system to track youth progress, assist in tracking model fidelity, and provide aggregated data for program management. A system-wide quality assurance program, a key element in program success (WSIPP, Dec. 2003). Transition coordinators to facilitate aftercare/transition planning.

Recommendation 5.2, Parole Contracts

Recommendation	Related Activity	Resource Issues
<i>"A customized parole contract upon release."</i>	<ul style="list-style-type: none"> JRA is reframing how the statutorily mandated parole conditions are used with youth on parole. Engaging and motivating the youth and his or her family requires parole counselors to link the youth's individualized plan with the work being done in the family. JRA will examine the statutorily mandated parole conditions to assess what changes (if any) should be recommended. Target: 2006 Legislative Session, if determined changes are needed. <p>Target: Examine the impact of increased caseload size on effectiveness of services by June 2005</p>	<p>Budget cuts over time have eroded aftercare services</p> <ul style="list-style-type: none"> Services limited to 30 days for some youth Caseloads increased for highest risk youth <p>Resource requests in the FY 2005-07 budget address the following needs:</p> <ul style="list-style-type: none"> Transition coordinators to facilitate aftercare/transition planning Expansion of evidence-based services to all aftercare youth Any changes to caseload size will be included in future budget requests

Recommendation 5.3, Parole Standards

Recommendation	Related Activity	Resource Issues
<i>"A complete review and revision of the Intensive Parole Standards."</i>	<ul style="list-style-type: none"> Intensive Parole Standards were revised in January 2003 when Functional Family Parole Services (FFPS) was implemented. JRA will continue to review and revise parole standards as an ongoing part of program management 	<ul style="list-style-type: none"> FFPS program developers indicate there may be a need for a reduction in caseload size to better meet adherence standards. JRA is monitoring the impacts of caseload in relation to adherence standards and model recommendations in order to determine if changes in caseload are necessary to best implement the new model. <p>Target: Potential FY 2006 supplemental budget request if data supports caseload reduction.</p>

Recommendation 5.4, Parole Standards

Recommendation	Related Activity	Resource Issues
<p><i>“Guidelines to aid JRA staff when an offender’s family refuses to participate in the rehabilitation process.”</i></p>	<ul style="list-style-type: none"> FFPS emphasizes the critical role of families. FFPS is designed to provide direction and skill development on how to motivate and engage families in order to increase their participation. <i>(Research indicates that youth are most successful in maintaining crime free living when served within the context of the family)</i> A set of guidelines is being piloted in one region to establish a process for identifying independent youth where no family resources exist. Target: Statewide implementation by March 2005. Continue work to identify resources for youth who don’t have support when they transition back to their community. <ul style="list-style-type: none"> Going Home Serious and Violent Reoffender Initiative (ongoing) Work with Children’s Administration to increase opportunities for eligible JRA youth to access Independent Living and Transitional Living Program funds. <p>Target: Assessment and plan by March 2005.</p>	<ul style="list-style-type: none"> 2005-07 budget request will strengthen staff skills in motivating and engaging families, reinforcing the generalization of residential skills in the community setting and provide additional support for youth without family resources: <ul style="list-style-type: none"> ITM quality assurance Transition coordinators Expand evidence based services

Recommendation 5.5, Sanctions

Recommendation	Related Activity	Resource Issues
<i>“Development of effective sanctions and incentives to help manage offenders’ behavior.”</i>	<ul style="list-style-type: none">• The <i>Graduated Sanctions Program</i>, now known as the <i>Graduated Interventions Program</i> (see Attachment H), has been revised periodically as parole standards were revised. Since the LPRT Report, the program has been updated to include more family involvement in the sanctioning process. This further allows for staff to deal with issues on a case-by-case basis.⁴• The warrant process is driven by statute (RCW 13.40.210) and National Crime Information Center (NCIC) systems of warrant entry. JRA is continually involved in process improvements in warrant entry; however, entry is made into a national criminal database that JRA does not control.	<ul style="list-style-type: none">• Resource allocation needs to support the balanced approach to rehabilitation as addressed in the JRA Overview. This includes funds to both support treatment and reinforce positive change, as well as accountability and sanctioning. Budget requests reflect this approach.

⁴ A wealth of behavior management literature demonstrates that using incentives and rewards for behavior reinforcement are key to lasting behavior change. There is clear evidence that punishment as a strategy for changing behavior results—at best—in short-term suppression of target behavior and is ineffective in shaping new skills that support genuine change. Clients inevitably return to old behavior in the absence of the punishing agent. Current FFPS efforts are to engage and motivate families to use functional disciplinary strategies within the family context.

Recommendation 5.6, Use of Information

Recommendation	Related Activity	Resource Issues
<p><i>“Improved communication across organizational boundaries.”</i></p>	<ul style="list-style-type: none"> Record sharing within DSHS, DOC, and some local government agencies has been enhanced through jointly supported legislative and policy changes. Ongoing work continues with additional key partners, such as schools and the Office of the Superintendent of Public Instruction (OSPI) to improve communications. In three pilot communities, the federal Re-Entry Grant facilitates communication in the following ways: <ul style="list-style-type: none"> Acquisition and use of video-conferencing technology for pre-release cross-system MDT meetings. Community teams collaborate with Institution. Teams with youth and family present to coordinate/plan transition from institutional confinement to parole. Regional and institutional grant coordinators meet periodically to problem solve and communicate SVORI implementation. Cross trainings by regional coordinators with the state program administrator for JRA SVORI have occurred at all the major institutions regarding the SVORI practices, principles, procedures. Communication planning continues to be addressed and modified as necessary (including both institutional and regional SVORI coordinators on the statewide implementation team) 	<ul style="list-style-type: none"> Funding to continue with information technology system development to enhance current and future electronic information improvements is requested in the 2005-07 budget. The impact of staff turnover and case-related FTE reductions has an impact on building strong partnerships and communication strategies. Work to address retention, caseload, and related resources is incorporated in JRA’s 2005 work plan (see Recommendation 5.7, response). Re-entry (SVORI) grant dollars are time limited. Continuation and expansion of best practices after the end of the grant will require new resources.

Recommendation 5.7, Staff Qualifications

Recommendation	Related Activity	Resource Issues
<i>“Analysis of the Community Counselor job class and its compensation.”</i>	<ul style="list-style-type: none">JRA’s 2005 work plan includes a review of the job classification structure and necessary skills and abilities of key job classes	<ul style="list-style-type: none">The old statewide process of updating compensation was suspended with the passage of the Civil Service Reform Act, just after the social worker series for the Children’s Administration and Aging and Disabilities Services Administration was upgraded. Hence compensation for JRA job classes is out of alignment with comparable positions in other administrations. This has contributed to staff turnover in key social work positions within JRA with no structural mechanism to address the salary inequity.Additional resources may be necessary to close the gap and will be contained in a future budget request

Recommendation 5.8, Placement Alternatives

Recommendation	Related Activity	Resource Issues
<p><i>“Exploration of placement alternatives (acknowledging the lack of specific legal authority to make placements) for youth offenders leaving institutions.</i></p>	<ul style="list-style-type: none"> • The law requires JRA to release youth at the end of their commitment regardless of rehabilitative progress. JRA has no post-release placement authority. • Research shows that improving family functioning is successful in reducing repeat criminal behavior, since 1/2003, JRA, through the Integrated Treatment Model is working more closely with families. • Currently the federal Going Home Serious and Violent Re-offender Initiative grant helps transition youth from residential settings to parole in three pilot communities. Evaluation and outcomes from this effort will be closely monitored to identify successful practices for future implementation consideration. • Work with Children’s Administration to increase opportunities for eligible JRA youth to access Independent Living and Transitional Living Program funds. <p>Target: Assessment and plan by March 2005.</p>	<ul style="list-style-type: none"> • Child welfare placement options are limited and resources to assist a youth, especially those 18 or older and/or who are sex offenders are scarce. Finding ways to close these gaps is a significant challenge.

Recommendation 5.9, Mentoring

Recommendation	Related Activity	Resource Issues
<i>“Consideration of a mentoring program to benefit youth offenders.”</i>	<ul style="list-style-type: none">JRA began mentoring programming for youth on aftercare in the greater Seattle area in 1996. The July 2002 study by the Washington State Institute for Public Policy of this program found an “encouraging” 34 percent drop in recidivism among mentored youth versus a comparison group.JRA has expanded mentorship programs to five of six aftercare parole regions. <p>Target: By June 2005 examine options to extend mentoring to the remaining region</p>	<ul style="list-style-type: none">Resources to implement mentoring were stretched to cover five of six regions.

Recommendation 5.10, Cooperation

Recommendation	Related Activity	Resource Issues
<i>“Exploration of ways to encourage youth offenders to participate in treatment opportunities.”</i>	<ul style="list-style-type: none">The first critical component of the Integrated Treatment Model requires staff to motivate and engage youth and families to participate in treatment. As the model is implemented and supported through quality assurance efforts, an increase in active involvement in treatment opportunities will continue to grow.	<ul style="list-style-type: none">Resources to continue full implementation of the Integrated Treatment Model are an important factor in meeting these challenges. The 2005-07 budget request includes:<ul style="list-style-type: none">A quality assurance program,IT funding, andExpansion of evidence-based services to all youth.

Response Regarding Factual Errors

In regards to the factual content of the Loss Prevention Review Team (LPRT) report, it is important to note there is some discrepancy in whether certain parole standards were met. There is documented proof that some of the standards identified as not being met, actually were met.

These include those standards related to initial parole contracts and transition plan being developed, discussed, and signed by the youth involved. Another factual error occurs in Section 3 where JRA is mistakenly identified instead of the local county juvenile court as the entity responsible for the supervision requirements (pg. 6, Section 3.1.2, third paragraph). See Attachment A for a complete list of JRA's response to the LPRT report's factual errors.

Attachment A

Juvenile Rehabilitation Administration Integrated Treatment Model Report September 2002

Please find a full copy of this report under separate cover to this response.

Attachment B

Juvenile Rehabilitation Administration



JUVENILE REHABILITATION ADMINISTRATION (JRA)

INTEGRATED TREATMENT PLAN

☐ Initial ☐ Update

YOUTH'S NAME	DATE OF BIRTH	JRA NUMBER	REPORT DATE
YOUTH'S LOCATION/LIVING UNIT	CASE MANAGER'S NAME	SUPERVISOR'S NAME	

Motivation and Engagement

Is the youth motivated and engaged to participate in their own treatment progress? ☐ Yes ☐ Intermittently ☐ No

☐ Youth is unmotivated for change or learning skills for positive behavior.

☐ Youth has a fatalistic attitude and is hopeless for the future.

☐ Youth resents or is hostile to pro-social values/conventions and does not see need to change.

☐ Other:

Comment/explain:

Identify and explain strategies for motivating and engaging this youth: **Please Select**

What are this youth's short-term and long-term goals?

What are reinforcers for this youth?

Treatment Hierarchy (Check all that apply)

A. Has the youth recently exhibited parasuicidal ideation, threats, or behavior? ☐ Yes ☐ No

Does the youth have a history of parasuicidal ideation, threats, or behavior? ☐ Yes ☐ No

☐ Youth has had a serious attempt to take her/his life.

☐ Youth engages in parasuicidal or self-mutilating behavior.

☐ Youth makes statements of suicidal ideation.

Comment/explain:

B. Has the youth recently exhibited aggressive ideation, threats, or behaviors? ☐ Yes ☐ No

Does the youth have a history of aggressive ideation, threats, or behaviors? ☐ Yes ☐ No

☐ Youth has physically or sexually assaulted another person.

☐ Youth has made threats to physically or sexually assault another person.

☐ Youth has verbally assaulted or made aggressive sexual comments to another person.

☐ Youth has engaged in passive-aggressive or covert victimization of another person.

☐ Youth destroys property in excess of \$250.00.

Comment/explain:

C. Has the youth recently exhibited escape ideation, threats, or behaviors? ☐ Yes ☐ No

Does the youth have a history of escape ideation, threats, or behaviors? ☐ Yes ☐ No

☐ Youth has escaped from placements and has been absent for extended periods.

☐ Youth routinely engages in runaway behaviors for short periods of time.

☐ Youth has engaged in escape ideation and threats.

☐ Other

Comment/explain:

D. Has the youth recently engaged in treatment-interfering behaviors? ☐ Yes ☐ No

- ☐ Youth is inattentive and disengaged during treatment groups or counseling.
- ☐ Youth interferes with others' treatment progress.
- ☐ Youth refuses to attend or participate in treatment groups.
- ☐ Youth does not attend treatment appointments regularly and on-time.
- ☐ Youth is under the influence of substances when in groups or counseling.
- ☐ Youth lies, omits the truth, or exaggerates in groups or counseling.
- ☐ Youth is not prepared with assignments when attending groups or counseling.
- ☐ Youth is not progressing in treatment groups or counseling.
- ☐ Youth makes excuses or performs behaviors to avoid treatment.
- ☐ Youth engages in unlawful behaviors or supervision violations which contribute to his/her absence from treatment.
- ☐ Other

Comment/explain:

E. Does the youth have significant quality-of-life interfering issues (research-based risk factors related to recidivism)? ☐ Yes ☐ No

- ☐ Youth is homeless.
- ☐ Youth is unemployed or cannot maintain employment.
- ☐ Youth is truant from school, has been suspended more than once, or is expelled.
- ☐ Youth regularly uses or binges with drugs and alcohol.
- ☐ Youth associates with a negative peer group or gang.
- ☐ Youth has no friends, or inconsistent relationships.
- ☐ Youth has been in possession of firearms.
- ☐ Youth has significant amounts of unstructured free time.
- ☐ Youth associates with potential victims or views pornography (Sex Offender only).
- ☐ Youth engages in unlawful behaviors or supervision violations.
- ☐ Youth has inadequate problem-solving skills (inability to identify and implement solutions or inability to negotiate with others).
- ☐ No support system/limited.
- ☐ Gang involved.
- ☐ Other

Comment/explain:

F. Significant treatment consideration (Research-based risk factors directly linked to disruptive behaviors that interfere with the youth's ability to receive treatment for primary target). ☐ Yes ☐ No

- ☐ Mental health diagnosis (DSM or clinical diagnoses from treatment reports).
- ☐ Significant cognitive impairment (IQ below 70)
- ☐ Borderline Intellectual Functioning (IQ between 71 - 75)
- ☐ Significant learning disabilities
- ☐ Neuropsychological factors (Fetal Alcohol Syndrome, autism, significant brain trauma)
- ☐ Early onset of substance abuse
- ☐ Significant grief or loss
- ☐ Significant attachment difficulties

Comment/explain:

How will limitations be addressed?

What is the Primary Target Behavior identified in this Treatment Hierarchy?

TARGET BEHAVIOR	HIERARCHY RANK	DATE
	Please Select	

Description and function of the behavior:

Attach a copy of the Behavior Chain Analysis associated with this target. <input type="checkbox"/> Check here to indicate client has refused to provide a BCA.		
Interventions for addressing target behavior:		
OVERARCHING SKILL AREA	SPECIFIC SKILL	DATE
Please Select		
Please Select		
Please Select		
Identify steps to block problem behavior/block outcomes:		
Identify shaping steps to increase skillful behavior:		
Identify cue removal or cue exposure plan to allow youth to learn and practice new skills:		
What is the Second Target Behavior Identified in this Treatment Hierarchy?		
TARGET BEHAVIOR	HIERARCHY RANK	DATE
	Please Select	
<input type="checkbox"/> No second target behavior identified at this time. Description and function of the behavior:		
Attach a copy of the Behavior Chain Analysis associated with this target. <input type="checkbox"/> Check here to indicate client has refused to provide a BCA.		
Interventions for addressing target behavior:		
OVERARCHING SKILL AREA	SPECIFIC SKILL	DATE
Please Select		
Please Select		
Please Select		
Identify steps to block problem behavior/block outcomes:		
Identify shaping steps to increase skillful behavior:		
Identify cue removal or cue exposure plan to allow youth to learn and practice new skills:		
Generalized Treatment (Education/Vocation/Restitution)		
Summarize other generalized treatment (education, vocation, restitution owed and plan for payment).		
Specialized Treatment		
Summarize the planning for specialized treatment areas (Sex Offender, substance abuse, mental health) during the next reporting period (if applicable).		

Family			
Please identify status and participation level of family:			
<input type="checkbox"/> Family is motivated and engaged to participate in youth's treatment.			
<input type="checkbox"/> Family requires more intervention in order to engage them in youth's treatment.			
<input type="checkbox"/> Youth does not have identified family or support network.			
<input type="checkbox"/> Unable to contact family.			
Explain plan to engage family in youth's treatment			
The Integrated Treatment Plan is a collaborative report that is drafted by the assigned case manager, reviewed in a multidisciplinary setting, and finalized by a supervisor or program manager. This report is based on all relevant records and information available and known to JRA at the time of this report.			
Report Contributors:			
CASE MANAGER	DATE	SUPERVISOR	DATE

Attachment C

Juvenile Rehabilitation Administration



JUVENILE REHABILITATION ADMINISTRATION (JRA)

TREATMENT SUMMARY

YOUTH'S NAME	DATE OF BIRTH	JRA NUMBER	REPORT DATE
YOUTH LOCATION/LIVING UNIT	CASE MANAGER'S NAME	SUPERVISOR'S NAME	
Treatment Hierarchy is unchanged? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Motivation and Engagement			
Was this youth motivated and engaged during this treatment period? <input type="checkbox"/> Yes <input type="checkbox"/> Intermittently <input type="checkbox"/> No			
If "No" or "Intermittently," what strategies were used to motivate and engage this youth?			
Please provide a summary of the success of these strategies.			
Target Behavior			
TARGET BEHAVIOR	HIERARCHY RANK Please Select		DATE
Interventions for addressing target behavior:			
OVERARCHING SKILL AREA	SPECIFIC SKILL	DATE	
Please Select			
Please Select			
Please Select			
Summarize the youth's skills progress and response to staff interventions in addressing this target behavior.			
Target Behavior			
TARGET BEHAVIOR	HIERARCHY RANK Please Select		DATE
Interventions for addressing target behavior:			
OVERARCHING SKILL AREA	SPECIFIC SKILL	DATE	
Please Select			
Please Select			
Please Select			
Summarize the youth's skills progress and response to staff interventions in addressing this target behavior.			
Generalized Treatment (Education/Vocation/Restitution)			
Summarize other generalized treatment (education, vocation, restitution owed and plan for payment).			
Specialized Treatment			
Summarize the planning for specialized treatment areas (Sex Offender, substance abuse, mental health) during the reporting period (if applicable).			

TREATMENT SUMMARY
DSHS 20-254 (03/2004)

Transition Issues
Summarize the current transition planning for this youth (may include step-down programs within or between institutional settings, planned transition to minimum security facility placement, and/or planning in preparation for parole).
Transition Plan:
Date:
Family
Please identify status and participation level of family:
<input type="checkbox"/> Family is motivated and engaged to participate in youth's treatment.
<input type="checkbox"/> Family requires more intervention in order to engage them in youth's treatment.
<input type="checkbox"/> Youth does not have identified family or support network.
<input type="checkbox"/> Unable to contact family.
Explain plan to engage family in youth's treatment:
The Treatment Summary is a collaborative report that is drafted by the assigned case manager, reviewed in a multidisciplinary setting, and finalized by a supervisor or program manager. This report is based on all relevant records and information available and known to JRA at the time of this report.

If more than two target behaviors and their associated skills, attach Additional Target Behaviors and Skills second sheet.

Report Contributors:

CASE MANAGER	DATE	SUPERVISOR	DATE

Attachment D

Juvenile Rehabilitation Administration



JUVENILE REHABILITATION ADMINISTRATION (JRA) TREATMENT SUMMARY ADDITIONAL TARGET BEHAVIORS AND SKILLS

Page ____ of ____

YOUTH'S NAME	DATE OF BIRTH	JRA NUMBER	REPORT DATE
YOUTH LOCATION/LIVING UNIT	CASE MANAGER'S NAME	SUPERVISOR'S NAME	

Target Behavior		
TARGET BEHAVIOR	HIERARCHY RANK Please Select	DATE
Interventions for addressing target behavior:		
OVERARCHING SKILL AREA	SPECIFIC SKILL	DATE
Please Select		
Please Select		
Please Select		
Summarize the youth's skills progress and response to staff interventions in addressing this target behavior.		

Target Behavior		
TARGET BEHAVIOR	HIERARCHY RANK Please Select	DATE
Interventions for addressing target behavior:		
OVERARCHING SKILL AREA	SPECIFIC SKILL	DATE
Please Select		
Please Select		
Please Select		
Summarize the youth's skills progress and response to staff interventions in addressing this target behavior.		

Target Behavior		
TARGET BEHAVIOR	HIERARCHY RANK Please Select	DATE
Interventions for addressing target behavior:		
OVERARCHING SKILL AREA	SPECIFIC SKILL	DATE
Please Select		
Please Select		
Please Select		
Summarize the youth's skills progress and response to staff interventions in addressing this target behavior.		

The Treatment Summary is a collaborative report that is drafted by the assigned case manager, reviewed in a multidisciplinary setting, and finalized by a supervisor or program manager. This report is based on all relevant records and information available and known to JRA at the time of this report.

Report Contributors:			
CASE MANAGER	DATE	SUPERVISOR	DATE

TREATMENT SUMMARY
DSHS 20-254A (03/2004)

Attachment E

Juvenile Rehabilitation Administration



JUVENILE REHABILITATION ADMINISTRATION (JRA)

TRANSITION REPORT

TO: PAROLE CASE MANAGER'S NAME		REGION		DATE	
FROM: NAME				FACILITY	
PURPOSE OF REPORT (RESPONSE REQUIRED)				PURPOSE OF REPORT (RESPONSE NOT REQUIRED)	
<input type="checkbox"/> Release to intensive parole in Region: _____ <input type="checkbox"/> Release to sex offender parole in Region: _____ <input type="checkbox"/> Release to enhanced parole in Region: _____ <input type="checkbox"/> BTC: Minimum _____ Maximum _____		<input type="checkbox"/> Release to 30 day transition parole in Region: _____ <input type="checkbox"/> Case transfer (regional offices only) <input type="checkbox"/> Authorized leave		<input type="checkbox"/> Discharged to probation/ community supervision <input type="checkbox"/> Discharge to no parole	
IDENTIFYING DATA					
YOUTH'S NAME		JRA NUMBER		DATE OF BIRTH	
				COUNTY OF COMMITMENT	
ANTICIPATED RELEASE DATE		COMMITTING OFFENSE(S)			
PLACEMENT ENVIRONMENT					
ANTICIPATED PLACEMENT (NAME)		RELATIONSHIP		PRIMARY LANGUAGE	
				TELEPHONE NUMBER	
STREET ADDRESS		CITY		STATE	
				ZIP CODE	
OTHER COMMENTS/SPECIAL CONSIDERATIONS					
ALTERNATE PLACEMENT (NAME)		RELATIONSHIP		PRIMARY LANGUAGE	
				TELEPHONE NUMBER	
STREET ADDRESS		CITY		STATE	
				ZIP CODE	
INVESTIGATIVE INFORMATION					
NOTIFICATION Law Enforcement <input type="checkbox"/> No <input type="checkbox"/> Yes; date: _____ School <input type="checkbox"/> No <input type="checkbox"/> Yes; date: _____		DURING CURRENT COMMITMENT: Has the facility completed Protective Service reports of youth abuse or neglect regarding the anticipated placement? <input type="checkbox"/> Yes <input type="checkbox"/> No Is the Division of Children and Family Services (DCFS) involved with this youth? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, caseworker assigned: Telephone number: _____			
EDUCATION/EMPLOYMENT					
ANTICIPATED SCHOOL PLACEMENT				DISTRICT	
ANTICIPATED EMPLOYMENT (EMPLOYER'S NAME)				LOCATION	
				YOUTH'S POSITION	
HEALTH AND MEDICAL ISSUES/NEEDS					
FAMILY INVOLVEMENT					
Has the family committed support for the youth's Initial Service Plan? <input type="checkbox"/> Yes <input type="checkbox"/> No Explain below, include: <input type="checkbox"/> Housing <input type="checkbox"/> Treatment participation <input type="checkbox"/> Transportation <input type="checkbox"/> School/vocational <input type="checkbox"/> Employment How was the family involved/engaged during the youth's commitment?					
CASE MANAGER'S SIGNATURE		DATE		REVIEWED BY	
				DATE	
FOR REGIONAL USE ONLY					
PAROLE COUNSELOR ASSIGNED CASE		CASELOAD		REGION	
				DATE REPORT DUE	
INVESTIGATION ASSIGNED TO		CASELOAD		REGION	
				ACTUAL REPORT DATE	

DISTRIBUTION: PAROLE:

Assigned Regional Office
Case File

Committing Court
Working File

DISCHARGE: TO NO PAROLE:

Case File
Working File
Committing Court

Attachment F Juvenile Rehabilitation Administration



JUVENILE REHABILITATION ADMINISTRATION (JRA) RESPONSE TO TRANSITION REPORT/ INITIAL SERVICE PLAN

TO: NAME		FACILITY		DATE	
FROM: NAME		SIGNATURE		REGION	
PURPOSE OF REPORT					
<input type="checkbox"/> Release to Enhanced Parole in Region: _____ <input type="checkbox"/> Release to Intensive Parole in Region: _____ <input type="checkbox"/> Release to Sex Offender Parole in Region: _____		<input type="checkbox"/> Release to 30 day Transition Parole in Region: _____ <input type="checkbox"/> BTC Minimum _____ Maximum _____ <input type="checkbox"/> Case Transfer (regional offices only)		<input type="checkbox"/> Authorized Leave	
IDENTIFYING DATA					
YOUTH'S NAME					
JRA NUMBER		DATE OF BIRTH		COUNTY OF COMMITMENT	
				RELEASE DATE	
PLACEMENT ENVIRONMENT					
INVESTIGATED PLACEMENT (NAME)			RELATIONSHIP		PRIMARY LANGUAGE
					TELEPHONE NUMBER
STREET ADDRESS		CITY		STATE	
				ZIP CODE	

Home/neighborhood/peers (physical description, criminal/gang activity, etc.):

Family status (composition, interactions, at-risk family members, attitude, support capabilities, DCFS involved youth include details, etc.):

Orientation to parole (introduce FFP, review Parole Contract):

Proposed service plan (school/employment, court-ordered conditions, specialized treatment needs SO, MH, D&A):

Other comments (recommendations, questions, concerns):

YOUTH'S SIGNATURE		DATE	
WRITTEN BY:		REVIEWED BY:	
DATE		DATE	

ATTACH ORDER OF PAROLE CONDITIONS TO THIS DOCUMENT

DISTRIBUTION: Assigned Parole Office
Working File
Case File

RESPONSE TO TRANSITION/INITIAL SERVICE PLAN
INTEGRATED TREATMENT MODEL
DSHS 20-213 (REV. 03/2004)

Attachment G

Juvenile Rehabilitation Administration

INTERIM DIRECTIVE:

TO: Regional Administrators
FROM: Robin Cummings
DATE: April 26, 2001
TITLE: Length of Basic Training Camp Aftercare

Reference: RCW 13.40.320
Intensive Parole Standards

Impact: ___ **Institution**
 ___ **X** **Community Programs**
 ___ **Operations & Support Services**

Background: Per RCW 13.40.320, entitled “Juvenile Offender Basic Training Camp Program”, a graduate of the residential portion of the program “shall spend the remainder of their disposition on parole in a juvenile rehabilitation administration intensive aftercare program in the local community”. The remainder of their disposition is the date that is set by the Juvenile Rehabilitation Administration (JRA) within the limits of a youth’s minimum and maximum sentence length. By policy JRA requires a youth to have at least 12 weeks of intensive aftercare. JRA Intensive Parole standards are the standards use for the basic training camp (BTC) intensive aftercare.

Policy Revision: Currently, all BTC graduates have a length of supervision range. A youth’s performance on parole determines when they would be discharged from supervision. This is based on the youth’s minimum and maximum sentence. Currently Section D.1.a. of the Intensive Parole Standards reads:

All youth completing the Basic Training Residential Program (BTC) are placed on Intensive Parole. The date of discharge is initially set at the youth’s aggregate maximum sentence or when they serve 65 weeks total time, whichever comes first. All BTC youth placed on intensive parole must remain on supervision at least 12 weeks or until they serve their aggregate minimum sentence, whichever comes last.

Basic Training Camp graduates will now be discharged at the minimum of their range. The Intensive Parole Standards shall be revised to read:

All youth completing the Basic Training Residential Program (BTC) are placed on Intensive Parole. The length of supervision for BTC youth shall be their minimum

aggregate sentence minus length of time served or twelve weeks from the time of graduation, whichever is longest.

This applies to all youth currently on parole as well as those that graduate after this date.

In addition, youth on BTC/IP who are committed to jail or Department of Corrections on a felony shall be discharged if they have completed parole supervision to their minimum aggregate sentence. They do not need to have completed twelve weeks of parole supervision if they have passed their minimum aggregate sentence.

Technical Support: CATS will be updated to give a single parole discharge date. IP standards on the intranet will be updated to reflect the revision.

c: Cheryl Stephani, Assistant Secretary
Nehemiah Mead, Policy Committee Chair
Amber Gillum, JRA Forms Manager

Attachment H

Juvenile Rehabilitation Administration

January 22, 2002

TO: Regional Administrators
Superintendents
State Community Facility Administrators
Central Office Staff

FROM: Robin Cummings, Director
Community Programs

SUBJECT: New ISCA Eligibility Score for Intensive Parole

As you may know, the proportion of intensive parole youth has continued to climb above the legislatively mandated 25% of the parole population. This has occurred despite an adjustment to the ISCA score last year intended to lower the percentage. Once again, the ISCA eligibility score for intensive parole needs to be raised.

Effective February 1, 2002, the new intensive parole eligibility ISCA score will be 47. On February 1, 2002, any youth with a score of 46, or below, will no longer be eligible for intensive parole. This only applies to youth in residence, not to youth already on intensive parole caseloads.

Prior to February 1, the regions need to identify youth in residence that have been selected for intensive parole with a score of 46 and notify the youth, parents/guardians, and any other significant person (e.g., treatment providers, schools) that the youth will receive regular parole. The regular parole length of supervision will be based on the grid using the initial ISCA and final CRA score. Any transition support residential staff can provide to community staff in making these changes would be appreciated.

Regional Administrators: Please note, youth with ISCA scores of 46 should continue to receive researched based services.

Please ensure that all appropriate staff are notified including contracted county parole staff in Regions 1 and 2.

cc: Cheryl Stephani
Dan Robertson
Alfonso Garcia
Cheryl Reule
Kathleen McBride

Attachment I
Juvenile Rehabilitation Administration

JRA PAROLE GRADUATED INTERVENTIONS PROGRAM

PURPOSE AND DESCRIPTION:

The JRA Parole Graduated Interventions Program categorizes parole violations by seriousness and provides guidelines for interventions that increase in impact and severity. Although each situation is unique and requires independent judgment regarding the best response, this program guides parole counselors in applying consistent, measured responses. The GRADUATED INTERVENTIONS GUIDELINES group violations and interventions into three levels. Although safety is always the first consideration in selecting an appropriate sanction, the next priority is selecting the least restrictive sanction most likely to impact the behavior leading to the violation. While the graduated sanction process is intended to hold youth accountable who violate conditions of parole, engaging the youth and his/her family in a treatment program designed to teach skills is an integral part of parole. Treatment needs are identified and discussed with the youth/family as part of the sanction process. The use of graduated interventions is specified in RCW 13.40.212 for intensive parole supervision. For purposes of consistency, JRA will use the guidelines for all youth on parole.

PROCEDURE:

1. JRCC becomes aware of a violation of parole
2. JRCC assesses the violation:
 - a. Refer to steps 1-9 below and the aggravating and mitigating factors,
 - b. Gather evidence "build the case"
3. JRCC assesses the response to the violation (sanction)
 - may hold discussions/conferences with other JRCC's, JRC's, JRPM2's, family members as appropriate.
 - may consider the family's ability to contribute to the appropriate intervention.
4. JRCC seeks approval from the JRPM2 depending on the violation and desired sanction
5. JRCC implements the sanction
6. JRCC assesses impact/response to sanction

In assessing the level of intervention appropriate in parole violation/revocation, consider the following:

1. What level of risk does the parolee's current violation(s) pose to the community, self, and others?
2. Is he/she non-compliant with offense-specific conditions?
3. Are there WAC/RCW violations?
4. How many conditions has the parolee violated?
5. What other interventions have been tried?
6. How many prior violation/revocations have there been?

7. How serious, chronic, and excessive are the violations?
8. What risk and/or protective factors are existing?
9. Are there any other mitigating or aggravating factors? (see list below)

AGGRAVATING/INCREASE FACTORS:

- 1. Frequency/chronicity of violation**
- 2. Youth is close to re-offending: displaying offense-specific behaviors**
- 3. Pattern of accelerating frequency/intensity/duration of violations**
- 4. History of failing to respond positively to less restrictive interventions**

MITIGATING/DECREASE FACTORS:

- 1. Violation due to significant skill deficit (e.g. misses an appointment because of inability to use bus system).**
- 2. Clear history of failures to respond positively to more restrictive interventions (absent a serious threat to safety).**
- 3. Violation exacerbated by uncontrolled mental health symptoms.**
- 4. Long interval between violations.**
- 5. Interventions for the same violation imposed by other parties.**
- 6. Decreasing drug levels on UA tests.**
- 7. Family is engaged and motivated for change.**

GRADUATED INTERVENTIONS GUIDELINES

VIOLATIONS	SERIOUSNESS	INTERVENTION OPTIONS
1 violation of treatment contract	LOW	Verbal reprimand/warning Warning letter Family meeting Family-based intervention Short-term electronic monitoring Earlier Curfew Reduced incentives Increased parole reporting Homework assignments Increased/modified parole conditions Behavior contract specific to violation Increased treatment services/requirements Imposition of community service hours Loss of important privileges at home Written letter of apology to injured party Require youth to propose an appropriate, logical intervention
1 missed treatment appointment	LOW	
1 missed parole appointment	LOW	
1-2 violations of address/curfew	LOW	
1-2 positive UAs	LOW	
1-2 missed school/vocational program/day reporting/work	LOW	
1 failure to perform specified community service	LOW	
1-2 violations of EM schedule	LOW	
1 violation of other parole requirements	LOW	
VIOLATIONS	SERIOUSNESS	INTERVENTION OPTIONS
2 violations of treatment contract	MEDIUM	Up to 14 days in Day Reporting Program (ineligible for incentives) Reduced or no stipend for work crew /penalty hours Increased community service hours Electronic Monitoring revocation weekend house arrest Tighter Electronic Monitoring schedule Earlier curfew 24/7 weekly activity schedule Increased treatment services Increased UA frequency Short-term confinement (up to 72 hours) in detention Special Case Review Meeting Schedule non-detention parole revocation hearing Increased parole reporting (up to daily)
2 missed treatment appointments	MEDIUM	
2 missed parole appointments	MEDIUM	
3 violations of address/curfew	MEDIUM	
2-4 positive UA's	MEDIUM	
3-5 missed school/vocational program/day reporting/work	MEDIUM	
2 failures to perform specified community service	MEDIUM	
3 violations of EM schedule	MEDIUM	
Commission of a misdemeanor offense	MEDIUM	
2 violations of other parole requirements	MEDIUM	

VIOLATIONS	SERIOUSNESS	INTERVENTION OPTIONS
Possession of a firearm/use of a deadly weapon*	HIGH	14 to 30 days in a Day Reporting Program and Electronic Monitoring Reduced or no stipend for work crew /penalty hours Increased community service hours Electronic Monitoring revocation House Arrest Short-term confinement (up to 72 hours) Mid-term confinement (up to 10 days) Long-term confinement (up to 30 days or BTC/Sex Offender remainder of sentence) *30 days confinement mandatory
Commission of a felony offense	HIGH	
Unsupervised contact with minor child/victimn	HIGH	
3 or more violations of treatment contract	HIGH	
3 or more missed treatment appointments	HIGH	
3 or more missed parole appointments	HIGH	
4 or more violations of address/curfew	HIGH	
5 or more positive UA's	HIGH	
6 or more missed school/vocational program/day reporting/work	HIGH	
3 or more failures to perform specified community service	HIGH	
4 or more violations of EM schedule	HIGH	
3 or more violations of other parole requirements	HIGH	

Attachment J

Juvenile Rehabilitation Administration

WASHINGTON STATE JUVENILE REHABILITATION ADMINISTRATION INTENSIVE PAROLE STANDARDS

Effective February 1, 2002 – July 30, 2002

ARCHIVE

PURPOSE

To provide a set of clear and responsible practices consistent with Legislative intent and outcomes of youth rehabilitation and accountability to enhance community protection. These Standards are to encourage best practice throughout Washington State with the recognition they are goals for which we strive.

GOALS

The primary goals for Juvenile Intensive Parole are:

1. To provide a progressive increase in responsibility in the community.
2. To provide ongoing monitoring and assessment of youth on their ability to abide by community rules and standards.
3. To involve both the youth and targeted community support systems on the qualities needed for constructive interaction and successful adjustment with the community.
4. To facilitate youths' constructive interaction and successful involvement with their communities.
5. To develop new resources, supports, and opportunities where necessary.

TABLE OF CONTENTS FOR INTENSIVE PAROLE STANDARDS

- I. Case Management System
 - Case Reporting
 - Residential Case Responsibilities
 - Transitional Case Responsibilities*
 - Community Case Responsibilities
 - Parole Revocation
 - Discharge
- II. Exceptions to Intensive Parole Standards

INTENSIVE PAROLE STANDARDS

I. CASE MANAGEMENT SYSTEM

A. CASE REPORTING (JRA Parole Desk Manual: Case Reporting)

PURPOSE: TO PROVIDE A WRITTEN FRAMEWORK FOR SUPERVISION AND REHABILITATION EFFORTS; TO ASSESS RISK/PROTECTIVE FACTORS AND YOUTH COMPETENCIES IN ORDER TO ESTABLISH APPROPRIATE INTENSIVE PAROLE CONDITIONS AND INTERVENTION PLANS.

1. The youth is involved in the development of case plans and reports. To the extent possible, the youth's parent(s) and/or significant others (e.g., providers, mentors) will have the opportunity to provide input with respect to the youth's Intervention Plan(s) and subsequent reviews and/or meetings to address future case planning and level of supervision.

Goal:

- Youth and parents report they are part of parole planning and decision-making.

2. The Response to Transition Report is completed in accordance with the instructions contained in the JRA Youth Competency Desk Manual.

Goal:

- Youth and parents are aware of the initial service plan and parole conditions.

3. If the Response is for a release to intensive parole, the Initial Service Plan *and* the accompanying Order of Parole Conditions is written and submitted in accordance with the instructions contained in the JRA Youth Competency Desk Manual.

DISCUSSION: This response details the expected intensive parole program and expectations for the first 30 days of intensive parole so it can be reviewed and discussed by the youth and residential counselor prior to release to intensive parole. The Order of Parole Conditions binds the youth to the pre-printed conditions and the date, time, and place of the initial intensive parole meeting.

Goal:

- JRA provides quality transition services among residential counselors, community counselors, youth and families around the initial service plan and parole conditions.

4. The Community Counselor (or designee) prepares the initial order of parole conditions and reviews and amends as required.

DISCUSSION: The Order of Parole Conditions becomes the legal basis for addressing subsequent parole violations.

Goal:

- Parole Conditions are current, realistic and enforceable.

5. The assigned Community Counselor completes an Intensive Parole Supervision Assessment and a Youth Competency Summary/Report within the first 30 -45 active days of intensive parole and every 90 active days thereafter

DISCUSSION: The Intensive Parole Supervision Assessment sets the groundwork for addressing public safety and rehabilitative issues of the youth.

Goal:

- To accurately and regularly assess risk factors, protective factors, and youth competencies.

6. A Supervisory Case Review is conducted and documented by use of a Supervisory Case Review form within 15 days following the completion of each Intensive Parole Supervision Assessment.

1. Any moves from Phase I to II, or II to III, require a supervisory case review meeting and are documented by a change report.
2. Any moves from Phase III to II, or II to I require prior supervisory approval and are documented by a change report.

DISCUSSION: The Review is chaired by the Program Manager to hear input from the assigned Community Counselor, youth, family members, and others involved in the Case Plan (e.g., treatment providers); to assess case progress, identified risk and protective factors, to determine the priority competencies, interventions, and the appropriate level of case supervision.

Goal:

- To involve youth, staff, family, and providers in the development and update of the Competency Intervention Plan and supervision levels.

7. The Community Counselor updates, if necessary, the Competency Intervention Plan within three (3) working days following the Supervisory Case Review.

Goal:

- Youth will have a current Competency Intervention Plan based on team input from the Supervisory Case Review.

8. A Parole Change Report is the document for recording changes that occur for JRA youths. It is submitted within three (3) working days following any of the changes listed on the report form.

DISCUSSION: The Change Report is the primary document for entering parole-related movements into the JRA Information System. If the Change Report is being submitted to discharge a youth from intensive parole, a letter is sent notifying the Parent/Legal Guardian of the youth's discharge and status of any known restitution/court costs.

Goal:

- CATS has current parole related information on each youth.

9. The Community Counselor completes a Discharge Report/Intensive Parole Supervision Assessment/Competency Summary Report within 30 days following the official Intensive Parole discharge date.

DISCUSSION: The purpose of this report is to describe the performance of youths while under intensive parole supervision and record their progress in attainment of competencies and reduction of risk factors. Youths are discharged consistent with the Intensive Parole Standards and guidelines contained in the Parole Desk Manual.

Goal:

- The Discharge Report reflects the youth's response to intensive parole supervision and services.

B. RESIDENTIAL CASE RESPONSIBILITIES

PURPOSE: TO FACILITATE EARLY AND CONTINUED CASE PLANNING AMONG YOUTHS, FAMILIES, AND RESIDENTIAL/COMMUNITY COUNSELORS.

The nature and frequency of residential case responsibilities for intensive parole youth are:

1. Within 30 working days following admission, the Community Counselor:

- Reviews the Diagnostic Report and, if done, the Juvenile Court Risk Assessment completed by the court to identify priority risk issues.
- Contacts the youth either in person or by phone.

Goal:

- The assigned community counselor is familiar with the case including potential treatment/transition needs and begins to establish rapport with the youth.

2. Within 30 days following admission (and prior to #3) the Community Counselor attempts to contact (home visit or phone) the family (if youth has a family available) to:

- Provide an orientation to JRA
- Review intensive parole placement options for the youth
- Solicit family involvement in supporting the youth during commitment and participating in available services in the community
- Gather family input regarding case planning
- Provide an overview of the Competencies Model

Goal:

- The assigned Community Counselor establishes rapport, gathers information and provides information to the family.

3. Within 30 days following admission, the Community Counselor contacts the assigned Residential Counselor to provide feedback from the family contact and to discuss recommendations for re-integrative case planning.

DISCUSSION: It is intended case planning during the youth's commitment be a shared process between the assigned Residential and Community Counselors. It is further intended the family be aware of planning and understand Residential and Community staff are working together in identifying and responding to priority rehabilitation and transition issues. Regularly scheduled communication (closer in time for youth with shorter sentences) occurs among the assigned Community Counselor, Residential Counselor, and youth to include a progress review of the youth's competency reports. The Community Counselor documents communications in his/her case notes.

Goal:

- Communication, collaboration, and planning are established to support realistic goals in treatment and transition.

4. The Community Counselor contacts or meets regularly with the family to review and discuss the youth's status and progress.

DISCUSSION: For youth with long sentences these meetings may be further apart in time than for youth with shorter sentences.

Goal:

- Families are kept informed of a youth's status and progress.

5. Upon notice of escape from a residential setting, the Community Counselor works cooperatively with residential staff to facilitate the apprehension of escapees.

Goal:

- Community and Residential counselors work together to enhance public safety.

C. TRANSITIONAL CASE RESPONSIBILITIES

PURPOSE: TO FACILITATE THE YOUTH'S REINTEGRATION TO HIS/HER FAMILY AND COMMUNITY. TO PROVIDE ADEQUATE PRE-RELEASE COORDINATION BETWEEN RESIDENTIAL AND COMMUNITY PROGRAMS TO ENSURE A STRUCTURED AND SMOOTH TRANSITION.

1. The Community Counselor supports the family towards the youth's re-entry.

Goal:

- Families are involved in pre-release and intensive parole planning.

2. The Community Counselor works in conjunction with residential staff, family, relatives, and/or the local Division of Children and Family Services in the development of a transition plan.

Goal:

- Transition services are improved for youth with placement needs.

3. The Community Counselor meets in person with the youth at least once during the 90 days that precede release.

Goal:

- The Community Counselor and youth establish a positive relationship and are involved in release planning.

4. The initial release contact between the youth and his/her community counselor or designee occurs within three (3) working days after release to intensive parole and includes review and amendment, if necessary, of the initial order of parole conditions.

ARCHIVE

DISCUSSION: The Order of Parole Conditions is in writing to provide certainty as to expected behavior or requirements imposed. The ability to sanction the youth is predicated on the Order of Parole Conditions being in place. Should extenuating circumstances preclude the three-day time frame, this is documented in the case notes.

Goal:

- The youth understands the expectations of the parole contract and initial service plan.

D. COMMUNITY CASE RESPONSIBILITIES

PURPOSE: TO PROVIDE INTERVENTIONS DESIGNED TO REDUCE THE LIKELIHOOD OF FURTHER OFFENSE BEHAVIOR AND TO ENHANCE THE YOUTH'S COMPETENCIES. THE FOCUS IS ON YOUTH COMPETENCY DEVELOPMENT AND ACCOUNTABILITY TO ENHANCE COMMUNITY PROTECTION.

1. The length of intensive parole supervision is:

- a) All youth completing the Basic Training Residential Program (BTC) are placed on Intensive Parole. The date of discharge is initially set at the youth's aggregate maximum sentence or when they serve 65 weeks total time, whichever comes first. All BTC youth placed on intensive parole must remain on supervision at

least 12 weeks or until they serve their aggregate minimum sentence, whichever comes last.

- b) For all other youth placed on Intensive Parole, the length of parole is 26 weeks.
- c) Juveniles serving sentences of less than 15 – 36 weeks or non-residential commitments are not placed on intensive parole supervision.

2. The nature and frequency of Intensive Parole Program Standards and Supervision Contacts are:

a) Phase I (30 days minimum)

Minimum Program Standards

1. Participation in individualized and intensive programming, e.g., 30 hours/week (school, work, community service, day reporting, treatment groups, and activities) intended to facilitate reintegration and rehabilitation.
2. Participation in treatment/competency development program.
3. Incentive programming and graduated sanctions.
4. Mandatory curfew with approved exceptions, e.g., non-standard work schedule.
5. Electronic Surveillance or, if not feasible, other daily curfew monitoring—mandatory during the first 15 days.

Minimum Supervision Standards

Contacts (including unsuccessful attempts) are documented in case notes.

1. JRCC – once a week in person contact with youth. Half of the monthly contacts in the field. A designee may make contact in the absence of the JRCC.
2. JRCC – three times a month contact with family or responsible adult (at least one contact should be in person).
3. JRCC or JRC– weekly contact with one or more service providers, in person staffings as necessary to enhance youth response to services.
4. JRCA – four to ten times a month in person whereabouts verification in the field based on individualized case management and supervision needs.

b) Phase II (60 days minimum)*

Minimum Program Standards

1. Participation in individualized and intensive programming, e.g., 30 hours/week (school, work, community service, day reporting, treatment groups, and activities) intended to facilitate reintegration and rehabilitation.
2. Participation in treatment/competency development program.
3. Incentive programming and graduated sanctions.
4. Curfew decreased in restrictiveness.

Minimum Supervision Standards

Contacts (including unsuccessful attempts) are documented in case notes.

1. JRCC – once a week contact with youth (one contact a month may be by phone). A designee may make contact in the absence of the JRCC.
2. JRCC – twice a month contact with family/placement, with one being in person.
3. JRCC – twice a month contact with provider(s).
4. JRCA – four to eight times a month in person whereabouts verification in the field based on individualized case management and supervision needs.

*** BTC Graduates with less than 6 months of intensive parole supervision may be moved off Phase II sooner, A Supervisory Case Review must be held and a change report submitted.**

c) **Phase III**

Minimum Program Standards

1. Participation in individualized and intensive programming, e.g., 30 hrs/week (school, work, community service, day reporting, treatment groups, and activities) intended to facilitate reintegration and rehabilitation.
2. Satisfactory participation in treatment/competency development program.
3. Incentive programming and graduated sanctions.
4. Curfew further decreased in restrictiveness.

Minimum Supervision Standards

Contacts (including unsuccessful attempts) are documented in case notes.

1. JRCC – once a week contact with youth, twice a month in person. A designee may make contact in the absence of the JRCC.
 2. JRCC – once a month contact with family/placement.
 3. JRCC – monthly contact with provider(s).
 4. JRCA – two times a month in person whereabouts verification in the field.
4. All youth on Intensive Parole are initially placed on Phase I. Subsequent movement between Phases is based upon the youth's progress in meeting program standards and parole conditions.

DISCUSSION: Movements from phases 1 to 2 or phases 2 to 3 require a Supervisory Case Review and are documented in a Change Report. Movements from phases 2 to 1 or phases 3 to 2 require prior supervisory approval and are documented in a Change Report.

5. A warrant for arrest is completed and submitted by the Community Counselor within five (5) working days of having reason to believe a youth is Whereabouts Unknown.

DISCUSSION: Definition: A youth is placed on whereabouts unknown within 5 working days after failing to report and youth can not be located.

Following placement of a youth on Whereabouts Unknown Status, the Community Counselor follows up on information that may lead to the apprehension of the youth. In addition, the Community Counselor checks at least monthly to verify that the arrest warrant is active and documents monthly the attempts to locate the youth.

- A. During the first two weeks: contact significant people involved with the case for example; parents/legal guardians, providers, school, employers, or friends to inform them that the youth is considered whereabouts unknown and on warrant status. Request their assistance in locating youth.
- B. On-going efforts include:
1. Contact with family and/or significant people involved in the case.
 2. Ensure warrant is active.
- C. Document attempts in CATS to locate youth.

Goal: Through continued relationships with families/legal guardians or other significant persons, staff are active in attempting to locate youth.

6. A youth on Whereabouts Unknown status has his/her parole time suspended and remains on intensive parole supervision until age 21, or until such time as the youth is apprehended and returns to complete parole.

DISCUSSION: Upon apprehension, the arrest warrant is canceled and a Change Report submitted.

Goal:
Youth are held accountable to completion of their parole length of supervision.

7. The Community Counselor completes a Discharge Report/Competency Summary Report and Intensive Parole Supervision Assessment within 30 days following the official Intensive Parole discharge date.

DISCUSSION: The purpose of this report is to describe the performance of youths while under intensive parole supervision including completion of evidence based services and record their progress in attainment of competencies and reduction of risk factors. Youths are discharged consistent with the Intensive Parole Standards and guidelines contained in the Parole Desk Manual.

Goal:

- The Discharge Report reflects the youth's response to intensive parole supervision and services.

E. PAROLE REVOCATION

PURPOSE: TO PROVIDE INSTRUCTIONS FOR THE USE OF THE REVOCATION AUTHORITY CONTAINED IN RCW 13.40.210. THE USE OF THIS PROCESS PROMOTES THE REHABILITATION OF THE YOUTH AND PROVIDES OFFENDER ACCOUNTABILITY. PAROLE REVOCATIONS ARE THE MOST RESTRICTIVE SANCTIONS IN A GRADUATED SANCTIONS PROGRAM. IN MOST CASES, THE LEAST RESTRICTIVE SANCTIONS THAT WILL PROMOTE YOUTH BEHAVIOR CHANGE ARE USED FIRST.

1. When seeking a parole revocation, the provisions of Chapter 388-740 WAC, entitled Juvenile Parole Revocation is followed.
2. Revocation planning occurs with a Program Manager or Administrator.

DISCUSSION: For purposes of the waiver process, the attorney may be consulted telephonically. However, the attorney must be present for any revocation hearing unless the Administrative Law Judge orders otherwise.

F. DISCHARGE

PURPOSE: TO OFFICIALLY TERMINATE INTENSIVE PAROLE SUPERVISION AND TO RECORD THE PERFORMANCE OF YOUTH WHILE UNDER SUPERVISION.

1. Any youth on intensive parole who is charged with a new offense while on intensive parole and is recommitted to JRA shall be discharged from parole at the time of disposition for the new offense(s).
2. Any youth on intensive parole who is charged with a new offense while on intensive parole and is sentenced to County Jail shall be placed on Temporary Assignment (TA) until released or age 21 whichever comes first. If released prior to age 21, the youth will complete the remainder of the Intensive Parole Length of Supervision (LOS) obligation and then be discharged.
3. Any non-sex offender or non-BTC intensive parole youth transferred to DOC to serve a sentence are discharged from intensive parole supervision upon sentencing.
4. Any youth on intensive parole who has completed the 26-week LOS shall be discharged.
5. Any youth on intensive parole who has turned 21 years old shall be discharged.
6. A youth being deported is discharged from intensive parole supervision.

II. EXCEPTIONS TO INTENSIVE PAROLE STANDARDS

A written request for waiver of these standards is sent to the Regional Administrator when the application of these standards can be shown to be detrimental or impractical to specific case needs or overall program operations. A written copy of any waiver approved by the

Regional Administrator is sent to the Director of Community Programs and Parole Program Administrator. The Parole Program Administrator will track trends and patterns of exceptions.

ARCHIVE

Attachment K

Juvenile Rehabilitation Administration

WASHINGTON STATE JUVENILE REHABILITATION ADMINISTRATION INTENSIVE PAROLE STANDARDS

Effective July 31, 2002 – August 31, 2003

PURPOSE

To provide a set of clear and responsible practices consistent with Legislative intent and outcomes of youth rehabilitation and accountability to enhance community protection. These Standards are to encourage best practice throughout Washington State with the recognition they are goals for which we strive.

GOALS

The primary goals for Juvenile Intensive Parole are:

1. To provide a progressive increase in responsibility in the community.
2. To provide ongoing monitoring and assessment of youth on their ability to abide by community rules and standards.
3. To involve both the youth and targeted community support systems on the qualities needed for constructive interaction and successful adjustment with the community.
4. To facilitate youths' constructive interaction and successful involvement with their communities.
5. To develop new resources, supports, and opportunities where necessary.

TABLE OF CONTENTS FOR INTENSIVE PAROLE STANDARDS

- I. Case Management System
 - A. Case Reporting
 - B. Residential Case Responsibilities
 - C. Transitional Case Responsibilities
 - D. Community Case Responsibilities
 - E. Parole Revocation
 - F. Discharge
- II. Exceptions to Intensive Parole Standards

INTENSIVE PAROLE STANDARDS

I. CASE MANAGEMENT SYSTEM

A. CASE REPORTING (JRA Parole Desk Manual: Case Reporting)

PURPOSE: TO PROVIDE A WRITTEN FRAMEWORK FOR SUPERVISION AND REHABILITATION EFFORTS.

1. The Response to Transition Report is completed in accordance with the instructions contained in the JRA Youth Competency Desk Manual.

Goal:

- Youth and parents are aware of the initial service plan and parole conditions.

2. If the Response is for a release to intensive parole, the Initial Service Plan *and* the accompanying Order of Parole Conditions are written and submitted in accordance with the instructions contained in the JRA Youth Competency Desk Manual.

DISCUSSION: This response details the expected intensive parole program and expectations for the first 30 days of intensive parole so it can be reviewed and discussed by the youth and residential counselor prior to release to intensive parole. The Order of Parole Conditions binds the youth to the pre-printed conditions and the date, time, and place of the initial intensive parole meeting.

Goal:

- JRA provides quality transition services among residential counselors, community counselors, youth and families around the initial service plan and parole conditions.

3. The Community Counselor (or designee) prepares the initial order of parole conditions and reviews and amends as required.

DISCUSSION: The Order of Parole Conditions becomes the legal basis for addressing subsequent parole violations.

Goal:

- Parole Conditions are current, realistic and enforceable.

4. A Parole Change Report is the document for recording changes that occur for JRA youths. It is submitted within three (3) working days following any of the changes listed on the report form.

DISCUSSION: The Change Report is the primary document for entering parole-related movements into the JRA information system. If the Change Report is being submitted to discharge a youth from intensive parole, a letter is sent notifying the parent/legal guardian of the youth's discharge and status of any known restitution/court costs.

Goal:

- CATS has current parole related information on each youth.

5. The Community Counselor completes a Discharge Record of Official Action (ROA) within 30 days following the official Intensive Parole discharge date.

DISCUSSION: The purpose of this report is to describe the performance of youths while under intensive parole supervision and record their progress in attainment of competencies and reduction of risk factors. Youths are discharged consistent with the Intensive Parole Standards and guidelines contained in the Parole Desk Manual.

Goal:

- The Discharge ROA reflects the youth's response to intensive parole supervision and services.

B. RESIDENTIAL CASE RESPONSIBILITIES

PURPOSE: TO FACILITATE EARLY AND CONTINUED CASE PLANNING AMONG YOUTHS, FAMILIES, AND RESIDENTIAL/COMMUNITY COUNSELORS.

The Residential Phase of intensive parole begins at the point of admission and continues until 90 days prior to release (Transition Phase). The nature and frequency of residential case responsibilities for intensive parole youth are:

1. During the Residential Phase, the Community Counselor:

- Reviews the Diagnostic Report and, if done, the Juvenile Court Risk Assessment completed by the court to identify priority risk issues.
- Contacts the youth either in person or by phone.
- Participates in Multi-Disciplinary Team meetings as offered.

Goal:

- The assigned community counselor is familiar with the case including potential treatment/transition needs and begins to establish trust, credibility and create a balanced alliance.

2. During the Residential Phase, the Community Counselor attempts to contact (home visit or phone) the family (if youth has a family available) to:

- Provide an orientation to JRA.
- To begin the process of motivating and engaging the family.
- Review intensive parole placement options for the youth.
- Solicit family involvement in supporting the youth during commitment and participating in available services in the community.
- Gather family input regarding case planning.

Goal:

- The assigned Community Counselor provides information to the family and begins to establish trust and credibility and creates a balanced alliance with youth and family.

3. During the Residential Phase, the Community Counselor contacts the assigned Residential Counselor to provide feedback from the family contact and to discuss recommendations for re-integrative case planning including youth progress on acquiring cognitive behavior skills.

DISCUSSION: It is intended case planning during the youth's commitment be a shared process between the assigned Residential and Community Counselors. It is further intended the family be aware of planning and understand Residential and Community staff are working together in identifying and responding to priority rehabilitation and transition issues. Regularly scheduled communication (closer in time for youth with shorter sentences) occurs among the assigned Community Counselor, Residential Counselor, and youth to include a progress review of the youth's treatment plan. The Community Counselor documents communications in his/her case notes.

Goal:

- Communication, collaboration, and planning are established to support realistic goals in treatment and transition.

4. The Community Counselor contacts or meets regularly with the family to review and discuss the youth's status and progress and to motivate and engage the family.

DISCUSSION: For youth with long sentences these meetings may be further apart in time than for youth with shorter sentences.

Goal:

- The community counselor continues to build a balanced alliance and establishes trust and credibility while keeping families informed of a youth's status and progress.

5. Upon notice of escape from a residential setting, the Community Counselor works cooperatively with residential staff to facilitate the apprehension of escapees.

Goal:

- Community and Residential counselors work together to enhance public safety.

C. TRANSITIONAL CASE RESPONSIBILITIES

PURPOSE: TO FACILITATE THE YOUTH'S REINTEGRATION TO HIS/HER FAMILY AND COMMUNITY. TO PROVIDE PRE-RELEASE COORDINATION BETWEEN RESIDENTIAL AND COMMUNITY PROGRAMS TO ENSURE A STRUCTURED AND SMOOTH TRANSITION TO ENGAGE AND MOTIVATE EACH FAMILY MEMBER, CREATING A BALANCED ALLIANCE, RESULTING IN THE YOUTH HAVING THE BEST OPPORTUNITY FOR A SUCCESSFUL REINTEGRATION INTO FAMILY AND COMMUNITY.

1. The Community Counselor will work to motivate and engage the family in order to facilitate the youth's re-entry.

Goal:

- The Community Counselor engages and motivates the family to establish trust, credibility and decrease hopelessness.

2. The Community Counselor works in conjunction with residential staff, family, relatives, and/or the local Division of Children and Family Services in the development of a transition plan.

Goal:

- Transition services are improved for youth with placement needs.

3. The Community Counselor contacts the youth at least once during the 90 days that precede release and reviews the anticipated initial Order of Parole Conditions.

Goal:

- The Community Counselor establishes trust and credibility with the youth while outlining expectations of parole.

4. The Community Counselor contacts the family at least once during the 90 days that precede release and reviews the anticipated initial Order of Parole Conditions.

DISCUSSION: The Order of Parole Conditions is in writing to provide certainty as to expected behavior or requirements imposed. The ability to intervene with the youth is predicated on the Order of Parole Conditions being in place.

Goal:

- The Community Counselor establishes trust and credibility with the family while outlining expectations of parole.

5. The initial release meeting with the family and youth and the community counselor or designee occurs within three (3) working days after release to intensive parole and includes:

- Steps toward creating a balanced alliance with the family.
- Efforts to establish trust and credibility.
- Beginnings of Motivating and engaging the family.
- Reviewing and amending, if necessary, the initial Order of Parole Conditions.

Goal:

- The Community Counselor engages and motivates family, including youth, to participate in family service plan while decreasing negativity and blaming.

D. COMMUNITY CASE RESPONSIBILITIES

PURPOSE: TO PROVIDE FAMILY FOCUSED INTERVENTIONS DESIGNED TO REDUCE THE LIKELIHOOD OF FURTHER OFFENSE BEHAVIOR AND TO ENHANCE THE FAMILY'S FUNCTIONING.

Functional Family Parole Services is designed to accomplish specific goals with the youth and family. As these goals are reached, the family is expected to demonstrate more effective levels of interaction. The Community Counselor will work to build a relationship with the family and youth so offense related behaviors can be adequately addressed in the context of the family functioning. There is expected to be more reliance on positive family interventions and less reliance on punitive sanctions.

Family Definition: Family, for the purposes of intensive parole community case responsibilities, must include the youth on parole. Also included in family are the youth's parent(s), step-parent(s), sibling(s), or other individuals with whom the youth lives or relies on for support (e.g., aunt, uncle, grandparent, significant other, partner, or family friend). The individual or individuals included as a family must have a significant role in the youth's life. Peers are not usually considered a part of family and would be included only on rare instances.

In the absence of others with significant roles in the youth's life, the youth is the focus of services.

1. The length of intensive parole supervision is:

- a) All youth completing the Basic Training Camp (BTC) Residential Program are placed on Intensive Parole. The date of discharge is initially set at the youth's aggregate minimum sentence minus length of time served or 12 weeks from the time of graduation, whichever is longest.
- b) For all other youth placed on Intensive Parole, the length of parole is 26 weeks.
- c) Juveniles serving sentences of less than 15 – 36 weeks or non-residential commitments are not placed on intensive parole supervision.

2. All youth and families on Intensive Parole begin on the Engagement and Motivation Phase. Subsequent movement between Phases is based upon the family's progress in meeting key indicators of the phase.

Note: Phase is not dependent on the youth's parole behavior. It is dependent on the entire family's level of engagement. A youth may be acting out but the family as a whole may be engaged and working toward goals in a satisfactory way. Graduated interventions for noncompliant parole behavior can still be applied. It does not matter what phase the family is assigned.

DISCUSSION: Phase movements require a Change Report.

3. The nature and frequency of Intensive Parole Program Standards and Supervision Contacts are:

ENGAGEMENT AND MOTIVATION PHASE

During the Engagement and Motivation stage, the Community Counselor meets with the family regularly to assist the family and youth in meeting the key indicators of family readiness to move to the Support and Monitor Phase.

Minimum Program Standards

1. Participation in the Family Service Plan.
2. Participation in individualized and intensive programming, e.g., 30 hours/week (school, work, community service, day reporting, treatment groups, and activities) intended to facilitate reintegration and rehabilitation.
3. Incentive programming and graduated interventions.
4. Curfew with approved exceptions, e.g., non-standard work schedule.
5. Electronic Surveillance or other daily curfew monitoring– mandatory during the first 15 days.

Minimum Supervision Standards

Contacts (including unsuccessful attempts) are documented in case notes.

1. JRCC – Facilitates family meetings, including the youth, as needed to engage and motivate. A designee may make contact in the absence of the JRCC.
2. JRCC – Once a week in person contact with youth if the youth is not included in the family meeting. A designee may make contact in the absence of the JRCC.
3. JRCC or JRC – Contact as needed with service providers, in person staffings as necessary to enhance youth response to services.
4. JRCA – Four to ten times a month in person whereabouts verification in the field or assisting in access to services or support of the family engagement and motivation process based on individualized case management and supervision needs.

Key indicators of readiness to move to Support and Monitoring:

- The family participates in meetings
- A balanced alliance is developed

- There is a decrease in hopelessness and blaming
- The community counselor has established trust and credibility
- The community counselor understands the relational functions
- The community counselor is confident in reframes and themes
- The problems are defined relationally
- Each family member sees a role in solving the problem
- The family is willing to talk and listen
- The family completes small homework assignments as needed

Goal:

The family, including youth, is engaged and motivated to participate in the family service plan. A balanced alliance has been developed, trust and credibility have been established to decrease hopelessness. The community counselor understands the family problem sequence and relational functions.

SUPPORT AND MONITOR PHASE

During the Support and Monitor Phase, the JRCC meets with the family and youth to encourage and support the family's participation in services.

Minimum Program Standards

1. Participation in the Family Service Plan.
2. Participation in individualized and intensive programming, e.g., 30 hours/week (school, work, community service, day reporting, treatment groups, and activities) intended to facilitate reintegration and rehabilitation.
3. Incentive programming and graduated interventions.
4. Curfew modified as needed.

Minimum Supervision Standards

Contacts (including unsuccessful attempts) are documented in Case Notes.

1. JRCC – Facilitates family Meetings as needed to support and monitor. At least monthly with the youth present. A designee may make contact in the absence of the JRCC.
2. JRCC – Once a week contact with youth if the youth is not included in the family meeting. A designee may make contact in the absence of the JRCC.
3. JRCC – Contact with provider(s) as needed.
4. JRCA – Four to eight times a month in person whereabouts verification in the field or assisting in access to services or support of the family monitoring and support process based on individualized case management and supervision needs.

Key indicators of readiness to move to Generalization and Positive Termination:

- The youth has made a reasonable effort to integrate the CBT skills learned in the institution
- The family has made constructive connections with community resources
- The family continues to practice skills that reduce negativity and increase hopefulness
- The Community Counselor is confident about the reframes and themes used with the family

Or:

- The youth is entering the final month of FFP

Goal:

- **The community counselor appropriately links family, including youth, to community resources. Support youth in generalizing CBT skills learned and to match to family and community. Continue monitoring and support of community link(s) to ensure effectiveness.**

Key Goals of this phase are:

Develop and implement plan for family service

Fine tune existing skills

Support Family and providers

Eliminate barriers to service

GENERALIZATION AND POSITIVE TERMINATION PHASE

During this final stage the JRCC meets with the family more frequently to review the positive changes that have occurred during FFP; to attribute positive change to the family and youth; and to encourage the family to continue positive behavior changes after FFP is terminated.

Minimum Program Standards

Participation in the Family Service Plan.

1. Participation in individualized and intensive programming, e.g., 30 hrs/week (school, work, community service, day reporting, treatment groups, and activities) intended to facilitate reintegration and rehabilitation.
2. Incentive programming and graduated Interventions.
3. Curfew modified as needed.

Minimum Supervision Standards

Contacts (including unsuccessful attempts) are documented in Case Notes.

1. JRCC facilitates family meetings as needed to generalize and provide positive termination. At least two family meetings during this phase with the youth present. A designee may make contact in the absence of the JRCC.
2. JRCC – Once a week contact with youth if youth is not included in the family meeting. A designee may make contact in the absence of the JRCC.
3. JRCC – Contact with provider(s) as needed.

4. JRCA – Two to eight times a month in person whereabouts verification in the field or assisting in access to services or support of the family generalization and positive termination process.

Key indicators of Generalization and Positive Termination:

If FFP has been successful the youth and family have:

- A more functional relational style,
- have made appropriate and meaningful connections with community resources, and
- are motivated to maintain the gains past the parole period.

Goal:

- **Change has been attributed to family, using community support, while identifying resources needed to maintain and generalize positive change.**

4. A warrant for arrest is completed and submitted by the Community Counselor within five (5) working days of having reason to believe a youth is Whereabouts Unknown.

DISCUSSION: Definition: A youth is placed on Whereabouts Unknown within five (5) working days after failing to report and youth can not be located.

- A. During the first two weeks: contact known people involved with the case, for example; parents/legal guardians, providers, school, employers, or friends to inform them that the youth is considered whereabouts unknown and on warrant status. Request their assistance in locating youth.
- B. On-going efforts include:
 1. At least a monthly attempt to contact family and/or known people involved in the case for the first three months the youth is on Whereabouts Unknown.
 2. Ensure warrant is active on a monthly basis.
- C. Document attempts in CATS to locate youth on a monthly basis during the first three months.

Goal:

- Through relationships with families/legal guardians or other significant persons, staff are active in attempting to locate youth.

5. A youth on Whereabouts Unknown status has his/her parole time suspended and remains on intensive parole supervision until age 21, or until such time as the youth is apprehended and returns to complete parole.

DISCUSSION: Upon apprehension, the arrest warrant is canceled and a Change Report submitted.

Goal:

- Youth are held accountable to completion of their parole length of supervision.

6. The Community Counselor completes a Discharge Record of Official Action (ROA) within 30 days following the official Intensive Parole discharge date.

DISCUSSION: The purpose of this report is to describe the performance of youth while under intensive parole supervision including completion of evidence based services, and reduction of risk factors, and increases in protective factors. Youths are discharged consistent with the Intensive Parole Standards and guidelines contained in the Parole Desk Manual.

Goal:

- The Discharge ROA reflects the family and youth's participation in the family service plan, including overall parole compliance.

E. PAROLE REVOCATION

PURPOSE: TO PROVIDE INSTRUCTIONS FOR THE USE OF THE REVOCATION AUTHORITY CONTAINED IN RCW 13.40.210. THE USE OF THIS PROCESS PROMOTES THE REHABILITATION OF THE YOUTH AND PROVIDES OFFENDER ACCOUNTABILITY. PAROLE REVOCATIONS ARE THE MOST RESTRICTIVE INTERVENTIONS IN A GRADUATED INTERVENTIONS PROGRAM. IN MOST CASES, THE LEAST RESTRICTIVE INTERVENTIONS THAT WILL PROMOTE YOUTH BEHAVIOR CHANGE ARE USED FIRST.

1. When seeking a parole revocation, the provisions of Chapter 388-740 WAC, entitled Juvenile Parole Revocation is followed.
2. Revocation planning occurs with a Program Manager or Administrator.

DISCUSSION: For purposes of the waiver process, the attorney may be consulted telephonically. However, the attorney must be present for any revocation hearing unless the Administrative Law Judge orders otherwise.

F. DISCHARGE

PURPOSE: TO OFFICIALLY TERMINATE INTENSIVE PAROLE SUPERVISION AND TO RECORD THE PERFORMANCE OF YOUTH WHILE UNDER SUPERVISION.

1. Any youth on intensive parole who is charged with a new offense while on intensive parole and is recommitted to JRA shall be discharged from parole at the time of disposition for the new offense(s).
2. Any youth on intensive parole who is charged with a new offense while on intensive parole and is sentenced to County Jail shall be placed on Temporary Assignment (TA) until released or age 21, whichever comes first. If released

prior to age 21, the youth will complete the remainder of the Intensive Parole Length of Supervision (LOS) obligation and then be discharged.

3. Any non-sex offender or non-BTC intensive parole youth transferred to DOC to serve a sentence are discharged from intensive parole supervision upon sentencing.
4. Any non-sex offender or non-BTC intensive parole youth who have been sentenced on felony reconvictions to adult jail are to be discharged.
5. Any BTC intensive parole youth who are committed to jail or DOC on a felony are discharged if they have completed intensive parole supervision to their minimum aggregate sentence. They do not need to have completed 12 weeks of intensive parole supervision if they have passed their minimum aggregate sentence.
6. Any youth on intensive parole who has completed the 26-week LOS shall be discharged.
7. Any youth on intensive parole who has turned 21 years old shall be discharged.
8. A youth being deported is discharged from intensive parole supervision.

II. EXCEPTIONS TO INTENSIVE PAROLE STANDARDS

A written request for waiver of these Standards is sent to the Regional Administrator when the application of these Standards can be shown to be detrimental or impractical to specific case needs or overall program operations. A written copy of any waiver approved by the Regional Administrator is sent to the Director of Community Programs and Parole Program Administrator. The Parole Program Administrator will track trends and patterns of exceptions.

Attachment L

Factual Errors

The factual errors identified by the Juvenile Rehabilitation Administration (JRA) in the Loss Prevention Review Team Report include, but are not limited to, the following:

- **Page 6, Section 3.1.2, third paragraph:** JRA is mistakenly identified instead of the local county Juvenile Court as the entity responsible for supervision requirements.
- **Page 10, Section 3.2.3:** “Camp Outlook” and the “Boot Camp” are the Basic Training Camp at Camp Outlook. The youth referenced was technically on “Basic Training Camp Aftercare” after release from residential obligation.
- **Page 15, Section 4.3.3:** The level of parole supervision for the youth was at a higher standard. The contact and attempted contact levels were high and easily higher than youth on regular parole per the standards received.
- Juvenile offenders are not convicted of crimes, they are adjudicated for offenses and they are committed to facilities rather than incarcerated (cites omitted).
- Community supervision is a function of the juvenile courts, while parole supervision or aftercare is a function of JRA (cites omitted).
- In addition, there are some statements that are over generalized, speculative, and are statements of opinion rather than fact. These include, but are not limited to, statements from:
 - **“Observations” (page 1):** “Guidelines for parole revocation were unclear;” and “Community Counselors had few tools to available to them to enforce rules for which they were held accountable.”
 - **Section 4 – Observations and Analysis (page 12 – 15),** such as “Parole conditions that were violated were not dealt with or sanctioned;” and “...JRA did not take seriously alarming statements and disclosures made to JRA institutional staff by Youth #1, nor were they dealt with in a meaningful way;” and “Community Counselors lacked meaningful diagnostic tools in terms of sentences and sanctions, and lacked the legal authority to enforce terms of the parole contract.”
- **Appendix D, Timelines, Youth 1 (page D-5), omitted 7/19/02:** Agency action, warrant issued, and 7/27-29/02, Agency contacts, Youth seen in detention. Plan developed. Released.
- **Appendix E, Application of Intensive Parole Standards in These Cases (pages E-1 – E-5):** One youth was on Basic Training Camp Aftercare which mirrors Intensive Parole Standards. Some of the standards identified as not being met, actually were met based on available documentation. These include, but are not limited to, those standards related to

initial parole contracts and a transition plan being developed, discussed, and signed by the youth involved.

- **Standard I.A.3, The standard for Youth 1 was met.** The Initial Service Plan was the second page in the Response to Transition Report.
- **Standard I.A.4,** The standard for Youth 1 was met. The Contract was done and placed in the youth's Case File.
- **Standard I.A.6,** The standard was met for Youth 1. "Dead time" needs to be taken into account because meeting with the youth is preferred. The review was appropriately delayed because of this. Youth 2 was on Basic Training Camp Aftercare.
- **Standard I.A.7,** The standard was met based on the requirement of necessity.
- **Standard I.C.,** Transitional Case Responsibilities, various resource staff did attend a Multi-Disciplinary Team meeting for Youth 1. Incentives are not required by standards in parole contracts.
- **Standard I.C.1,** Attempts to contact and engage the family are action toward meeting this standard and was completed.
- **Standard I.C.2,** References are inconclusive regarding meeting the standard for Youth 2.
- **Standard I.C.4,** The standard was met for Youth 1. The case was originally assigned to another community counselor. The community counselor met with the youth on 11/13/02, reviewed and signed the Parole Contract, and placed it in the Case File.
- **Standard I.D.2.a) 3,** Incentives were offered to Youth 1. He never earned any and he was given graduated sanctions (detention).
- **Standard I.D.2.a) 5,** Electronic monitoring was not feasible for Youth 1. The mother had features on her telephone she refused to remove so the electronic monitoring system could not be installed.
- **Standard I.D.2.a) 3,** Service providers were identified for Youth 1 and referrals were made. Both the youth and mother failed to follow through.
- **Standard I.,** There is no clear basis for this determination.